

## CHALLENGES AND TRANSFORMING TECHNIQUE IN CUSTOMER SATISFACTION – A CASE STUDY OF PROJECT EXPECTATION MANAGEMENT, IN IT INDUSTRIES

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### ABSTRACT

*The changing and challenging dynamic business environment has raised the bar of expectations, with rapid changes and new technology. Project governance is an important aspect that needs constant revision in approach and needs to change, according to the requirement and required a dynamic approach, rather than a rulebook approach. Goal of the project plays a pivotal role and hence, respecting is an important task, in project management.*

*All projects have envisaged with a vision to satisfy certain needs of the process and the beneficiary of these needs becomes key stakeholders. Appropriate participation of this key stakeholder, in steering the project insures the success of the project.*

*Project managers constantly confronted with total satisfaction of customers; this paper examines the role and response of project managers, in creating realistic expectations of customers in that, are by the rapid introduction of new unknowns, as they progress. It is vital for the managers, to identify the complexity posed by projects and a novel approach to changing the approach to managing the non-linear shifts, in the customer demand and expectations, during the Project life cycle and sustainability of the business.*

*This paper will scrutinise therefore, why it is critical to understand Why do projects fail and what more is critical to the success of the project?*

**KEYWORDS:** Project Management, 3 Box Approach, Expectation Management & Next Thinking

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### INTRODUCTION

The new business environment has confronted, with reductions in subsidizing, heightening costs, worldwide rivalry for constrained assets, and an interest in higher-quality results, associations of different types have felt the weight to work even more successfully. Hierarchical change is required.

In view of different administration approaches, five controlling standards set and utilized to make remarkable upgrades in hierarchical execution: estimations/benchmarking, authority, worker contribution, process change, and client centre. Nevertheless, only one out of every odd association endeavouring, to apply these standards is fruitful. What is required for progress is that, these standards be comprehended and connected as an incorporated arrangement of the administration.

Amid the previous decade, fast overall innovative and social, political changes have hastened the "globalization" of the economy were ", in each industry and part all through the world, achievement and at times

survival, will rely on the capacity of associations to contend all inclusive". [<sup>1</sup>]

Filled by this change, associations of numerous kinds, including business, government, training, human services, military, and innovative work, have been revaluating their operations and administration approaches, Fueled by this change, organizations of all types, including business, government, education, health care, military, and research and development, have been rethinking their operations and management approaches. [<sup>2</sup>]

Faced with many of the same demands, such as cutbacks in funding, escalating costs, competition for limited resources and a demand for higher-quality outcomes, these organizations have all felt the pressure to operate more effectively. The old paradigms simply are not working anymore. [<sup>3</sup>]

## RESEARCH THEORETICAL FRAME WORK

### What Is Project Management?

Project Management as characterized by Project Management Institute is that, more particularly what is a venture? It's an impermanent attempt embraced, to make an exceptional item, benefit or result. What's more, a project is remarkable in that, it is not a standard operation, but rather a particular arrangement of operations intended to fulfil a solitary objective.

The advancement of programming for an enhanced business process, the development of a building or scaffold, the help exertion after a cataclysmic event, the extension of offers into another geographic market — all are the projects.

Project Management, at that point is the use of learning aptitudes, apparatuses and strategies to extend exercises, to meet the venture prerequisites. [<sup>4</sup>]

Project management, then, is the application of knowledge, skills, tools and techniques, to project activities to meet the project requirements.

It has always been practiced informally, but began to emerge as a distinct profession in the mid-20th century. PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* identifies its recurring elements:

Project management processes fall into five groups:

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

<sup>1</sup> Morquardt, M., and Engel, D., *Global Human Resource Development*, PrenticeHall, Englewood Cliffs, NJ, p. 4 (1993)

<sup>2</sup> Deming, W. E., *The New Economics for Industry, Government, Education*, Massachusetts Institute of Technology, Center for Advanced Engineering Studies, Cambridge, MA (1993)

<sup>3</sup> Barker, J. A., *Future Edge: Discovering the New Paradigms of Success*, William Morrow and Company, Inc., New York (1992).

<sup>4</sup> <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

The undertone that has dependably been related to Project Management is more similar, to "an internal centered activity". [<sup>5</sup>]

A task given by the client should convey in time and inside cost requirements, by working out stages and mixes of assets over the periods of the venture life cycle. The execution has a more mechanical approach, as opposed to a dynamic one which passes up a great opportunity. What the principle objective for which, the Projects have been considered as the need and the business necessity.

## **RESEARCH DESIGN: CASE STUDY OF MAJOR IT SYSTEM**

The authors' research describes the case study of major IT system implementation project case studies, carried out in the IT cities of India. The paper reports on the results of both an online questionnaire and interviews with key participants. The authors' findings suggest that, the subsequent failure of this project was in large part, attributable to a lack of user involvement in the definition of requirements and implementation of the system. There are issues of definition raised, such as the definition of success and failure, this work supports previous findings that user involvement is a key factor, in IT project success and failure.

### **Objective: Expectation Management**

The way to fruitful venture administration, is to foresee the necessities and issues of clients, and to set practical desires through client training and correspondence procedures, "Next Thinking ". When it is unrealistic to give the client, what they might want, it is as yet feasible for a client to feel that, he or she has been heard and has been dealt with reasonably. Various procedures pass on concern- - calling clients and disclosing to them the organization comprehends; giving the client the best clarification they can; and being transparent with clients concerning laws and approaches of the association. Being proficient and circumspect of client upgrades their perspective of the association - notwithstanding, when the client might be baffled with the result.

For an organization to support its approach, it needs to recognize the nonlinear moves and market discontinuities, in particular the major moves in innovation, clients, contenders, way of life/socioeconomic, globalization, controls, and so that, it could change our industry? How would we examine the open doors and dangers, because of our comprehension of market discontinuities? How might we make, new development stages with a view, to misuse the market discontinuities? What are our center abilities and how might we use them, in the development stages? What new abilities do we require? How would we manufacture or get them? How would we apportion assets to help development? How would we execute leap forward methodologies? Desires are hard to control and difficult to kill. Be that as it may, by understanding the key part they play, one can make a superior showing with regards to overseeing them, and simultaneously, drastically enhance the quality, effectiveness and adequacy of the administrations.

Giving an adaptable yet controlled process, that can be utilized to convey arrangements, Project Management joins compelling utilization of individuals' learning, together with procedures, for example, iterative improvement and displaying to accomplish tight venture conveyance timescales. It offers adaptability while as yet, perceiving the procedures that give extend supervisors, certainty to run their undertakings successfully.

We live in an indeterminate world, where it is hard to foresee what will occur later on. As governments and

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<sup>5</sup> Top 10 Project Management Challenges by P. W. Ford

associations confront uncommon spending cuts, yet are still underweight to perform and convey and extend supervisors confront extreme difficulties. Unanticipated circumstances, spending cuts and authoritative changes can dramatically affect extend results. The way to effectively oversee ventures is to break them into stages, design the present stage in detail and be adaptable with respect to the consequent stages.

Lean – an approach, which began in the Toyota producing condition in the 1940s. Lean drives work to be done in a proficient, path through its primary guideline of "Dispose of Waste". Practically speaking, this implies abstaining, from anything that does not deliver an incentive for the client. Cases of Lean believing are "don't do all the itemized examination in advance, since it will change/ some won't be advanced to conveyance" and "test all through, at that point you don't sit idle taking a shot at things that don't fit the business". A lean approach can be connected at advanced level; however, it is likewise regularly utilized at the hierarchical level. Lean is regularly utilized as a part of conjunction with others.

### **Agile Project Management and its Impact**

Author Kurt Lefevre in his article titled "Going Agile using formal project management and delivery concepts: Agile Project Management" opines that we live in an uncertain world, where it is difficult to predict what will happen in the future. Organizations face unprecedented budget cuts, but are still under pressure to perform and deliver. Project Managers face tough challenges. [6]

The key to successfully managing projects (and these challenges), is to break them into stages, plan the current stage in detail and be flexible regarding the subsequent stages.

Agile Project Management™ "provides an approach that offers agility, but retains the concepts of a project, project delivery and project management. Agile Project Management™ enables organizations, to gain the benefits of an agile approach, without introducing unnecessary risks. This ensures 'going agile', becomes a measured and balanced change, keeping what is good in the current organization and retaining existing best practices around project management and delivery, whilst gaining the benefits of a more agile way of working".

This post explores the central concepts of Agile Project Management™ and positions it, in relation to alternative methodologies. Agile Project Management™ is the result of collaboration between APMG-International and the DSDM® Consortium. [7]

DSDM® (Dynamic Systems Development Method) is the longest-established Agile method, launched in 1995, and is the only Agile method to focus on the management of Agile projects. The method has evolved over the years and DSDM® Atern®, is the latest version.

DSDM®, has always operated predominantly in the corporate environment, and has consistently demonstrated its ability to successfully work with and complementing existing corporate processes.

Until fairly recently, Agile was still viewed by some as "bleeding edge" or "inherently risky", whereas the reality is that over many years of successful implementation Agile has become mainstream, and the drive to "go Agile" has been fuelled by the need to deliver timely and cost-effective projects, whilst at the same time embracing change and offering flexibility.

<sup>6</sup> <http://www.pm4all.be/Content/En/Resources/Blogs/Blogs.aspx>

<sup>7</sup> <http://www.pm4all.be/Content/En/Resources/Blogs/Blogs.aspx>

Agile Project Management™ is a new initiative which extracts the project management elements of DSDM® Atern® and makes them available as Agile Project Management™ - a certified approach in its own right. This enables experienced project managers to adopt a mature, scalable corporate-strength Agile approach within their organizations.

On a traditional project, the Project Manager may be actively involved in directing work and telling their team what needs to be done - a style often referred to as Command and Control. The Agile Project Manager follows a different style. In the early stages, the Agile Project Manager creates a high level plan, based on outline requirements and a high level view of the solution to be created. From that point onwards the end project is created iteratively and incrementally, with each increment building on the output of increments preceding it. Unlike a traditional project, the detailed plans for each step are created by the team members themselves and not the Project Manager.

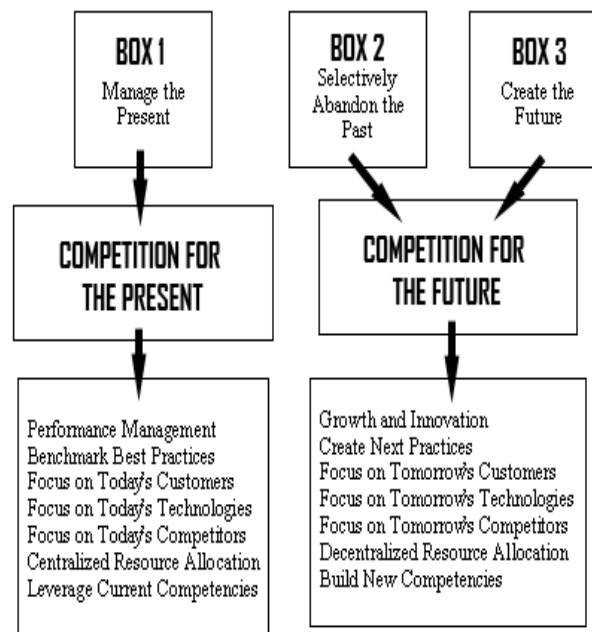
Within each stage of the project the team works in an iterative and incremental style in close collaboration with a representative of the business and/or customer in order to understand the detail of the next step and to create and validate an evolving solution.

Agile Project Management™ comprises established and proven components that provide a holistic approach to the management and governance of projects. It has an overarching philosophy and guiding principles, together with a life cycle (or process) and a set of deliverables to be created and maintained as the project progresses from a controlled start through to completion. It provides clearly defined roles with specific responsibilities designed to bring together all stakeholders involved in the project.

## **NEW FRAMEWORK**

The new framework is based on 3 box strategy adopted by V. Govindrajan's model

“Changing the expectations needs a creation of new practices which can slowly move from declining and forgetting the past and creating a future expectation based on innovative deliverables. As Henry Ford once quoted “If you asked customers way back when they were driving horses what they wanted they would say a faster horse and not ask for a car “ We need to create the market for the product we have and create expectations by” next thinking” approach which will help the sustain ace of the organization to”.



**Figure 1: “The 3 Box Strategy Adopted from Prof V. G. Govindrajan”**

**Caution:** Create an expectation with caution because  $\text{Success of Project} = \text{Actual Performance} / \text{Expectations}$ . Exceeding customer expectations will lead to customer delight performing below may cause losses beyond repair loss could be loss of trust, customer retention issues, repeat orders etc.

- Create realistic expectations
- Establish goals and tracking
- Involve the customer and the end user of the product
- Business outcome based reporting of status
- Clarity and remove ambiguity.
- Perception measurement and management
- Focus on customer needs.
- Communicate to work teams and keep them updated
- Communicate while milestones are achieved.

## METHODOLOGY

Case studies were conducted across in 5 IT and IT based service industries interacting with team leaders, project leaders and the top management of the companies.

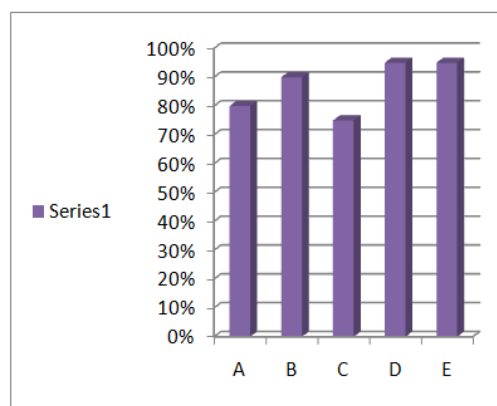
Studies revealed that the team was more or less not much updated with the customers' expectations sometimes though projects changed, they were not updated dynamically and rework was a major challenge in the Quality department,

which lead to major delay in project deliveries leading to dissatisfaction of the clients and sometimes losses in the revenues too Strong correlation also existed between dynamic changes and inability to meet expectations of the clients and noon time communication to the team,

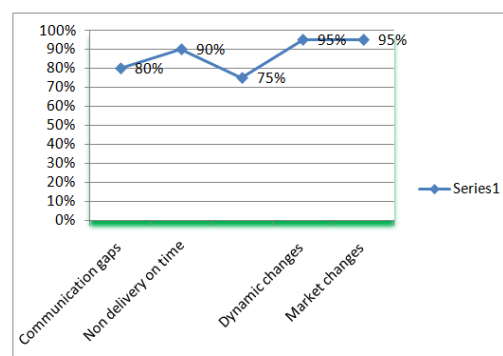
## Analysis

**Table 1: Reasons for Change in Project Expectations**

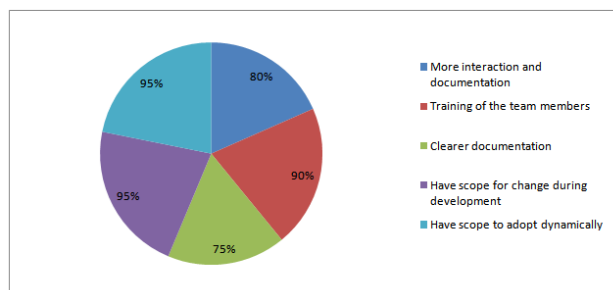
Company Type	Company	Success Rate	Reasons for Deviation	Remarks by PL
Information Technology	A	80%	Communication gaps	More interaction and documentation
	B	90%	Non delivery on time	Training of the team members
	C	75%	Specifications not specified clearly	Clearer documentation
	D	95%	Dynamic changes	Have scope for change during development
	E	95%	Market changes	Have scope to adopt dynamically



**Figure 1: Reasons for Change in Project Expectations**



**Figure 2: Factors Leading to Deviations in Percentage**



**Figure 3: Steps that can be taken for Expectation Management of Projects**

## CONCLUSIONS

Studies demonstrate that there is a critical degree of Information Technology ventures envisions misses the mark; this is mostly a direct result of a nonattendance of customer commitment in the wander. The makers' examination portrays the relevant examination of a significant IT structure use stretch out in East Africa. The paper gives insights in regards to the outcomes of both an online review and gatherings with key individuals. The makers' disclosures prescribe that the subsequent frustration of this wonder was in far reaching part attributable to a nonattendance of customer consideration of the importance of the necessities and execution of the system. There did not radiate an impression of being a definitive culture that apparent the centrality of such enthusiasm for the wander. In spite of the way that there are issues of definition raised, for instance, the significance of accomplishment and disillusionment, this work supports past revelations that customer incorporation is a key.

The exploration displayed here has concentrated on consumer loyalty and quality in the IT business. As development organizations confront expanding rivalry, more prominent consideration keeps on being given to client connections and satisfied clients. Organizations utilize different ways to deal with consumer loyalty in creating and checking item/benefit offerings with a specific end goal to oversee and enhance client connections and quality. Measuring consumer loyalty moreover has a few benefits for associations, for instance, in enhancing correspondence between the parties, empowering shared understanding, assessing progress towards the objective, and checking achieved results and changes.

Consumer loyalty studies additionally bring contactors significant data about their clients. Keeping in mind the end goal to accomplish consumer loyalty, organizations must comprehend what their clients need and how contractual workers address those issues.

### **In Decision the Qualities of an Effective Venture Administrator Utilizing Synergistic Venture Administration are**

- Conveying ventures without losing the center, around client objectives.
- Being principled in watching the happenings in the clients' condition and their own.
- Talented at overseeing both client desires and discernments.
- Groups bring aggregate quality â " holding and flourishing
- System administration to comprehend nature. Utilizing organizing aptitudes to construct these connections
- Being sensible and rewording emphatically



- Taking control. Not just expecting or sitting tight for things to happen, on the grounds that it most likely won't. Procedures, apparatuses and strategies for actualizing "Desire Management in ventures is the quick prerequisite of venture administration group.

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